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23 September 1959

Director of Training

Chief, Assessment and Evaluation Staff

Guidelines for OTR - DD/P Conference Concerning DD/P Requirements  
for Psychological Services

1. For the purpose of implementing the recommendations of the recent IG survey of the A&E Staff, a series of meetings should take place between OTR and DD/P to determine clandestine services requirements for the use of psychological services. The first meeting should take place at the level of DTR and COPS/DDP for the purpose of establishing the broad requirements for the clandestine services. Subsequent meetings should be at the working level and should be directed toward reflecting the requirements in a revision of [redacted] Outlined below in this memorandum are the general guidelines which are recommended to DTR as the appropriate topics to be discussed at the initial meeting with COPS/DDP or his representative.

2. Requirements

a. Intensive assessment

(1) All persons, staff employee and contract, being considered for deep cover assignments overseas should go through the intensive assessment process. (This in accordance with the IG's recommendation.)

(2) All staff employees being assigned to denied areas. (Also recommended by the IG.)

(3) All persons going to areas which have unique operational or other working problems or situations. It is assumed that the individual's job suitability for such assignments involve the appropriate attitudes, aptitudes, skills, and adaptability. Examples of this category would be the assessment of individuals going to difficult posts in Africa, the Near East, or the Far East. Areas having unique operational working problems of this type would have to be designated by DDP.

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NO CHANGE in Class. ☐

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**b. A&E file review**

A file review of A&E files should be made on all persons designated for overseas assignment. Review should be made at the time the individual is being considered for assignment and before the individual has been notified of this. This is presently being covered by the Medical, Security, Personnel, Training Panel; however, by the time the Panel checks are made the individual is already well under way in his processing. This makes it very difficult to utilize the A&E file data effectively. The intent is to make sure that the review is made much earlier in the processing of the individual for overseas.

**c. Support of operational selection, assessment, and training programs**

(1) The [redacted] SR Division has requested close support by the A&E Staff in the selection, assessment and training of American and foreign agent types. Since this is a continuous on-going program requiring A&E support, it should be mentioned specifically.

(2) There have been other selection and training programs conducted by operations divisions which A&E services could have supported. Examples of these: an OSS type of selection and training program was conducted by operations officers. It was reported to us that they had requested A&E assistance but never received an answer from headquarters when they made a request for such assistance. A second example is the [redacted] in which he has requested an A&E psychologist from either headquarters or [redacted] to assist in revitalizing the selection and testing process of the [redacted] establishment. A third example, FE Division has recently indicated that a number of [redacted] will be brought in for training sometime in the future. They are requesting assessment support; the details are not yet known.

**d. Support to psychological warfare operations**

The IG suggested that A&E psychologists might be of valuable assistance in planning and evaluating psychological warfare programs. This would be support to the PP Staff.

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### 3. Validation

a. Since validation of the assessment results is the most meaningful way in which the assessment process can be evaluated and improved, cooperation from the DDP operational people in providing feedback information is of the utmost importance. The following are suggestions as to how this information might be meaningfully accumulated.

(1) Follow-up interviews with the operational desks as to the individual's suitability for the field assignment as indicated by the individual's performance in the field after one or two years.

(2) A&E interviews of returnees from deep cover assignments and from denied and problem areas. This would be done within the context of the individual providing information on what he believes to be some of the adjustment problems and position requirements at a particular post. It would not be done from the standpoint of reassessing the assessee.

(3) It might be meaningful to conduct some type of research at headquarters or in the field to get a consistent picture of the operational job requirements of certain areas and of the problems to which individuals have to adjust. This is the type of research that is being carried on by other government agencies either through contractors or their own research facilities. Maxwell Institute of Syracuse University is doing this in connection with its overseasmanship program. Civil Service has conducted research programs of this type.

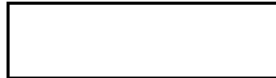
(4) It might be valuable to consider adding a section to the fitness report of personnel in the clandestine services which would specifically cover suitability for overseas assignment. This would be used by supervisors in the field. It is not at present covered in the fitness report of this organization. It is something that the Foreign Service systematically covers in its own fitness report system.

4. Communication of assessment results to operational supervisors  
A&E is often called upon to make a verbal report to the operational desk immediately after the assessment has been conducted. It should

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be a policy of DD/P that this verbal report when given is conveyed directly by the A&E psychologist to the individual who is to make the actual decision concerning the assessee. In the past, personnel officers and individuals, and administrative assistants have requested these verbal reports. They state that this information is required as a part of the over-all file which will be presented to the desk supervisor or division chief who is to make the final decision on the person assessed. However, verbal reports can very easily be misconstrued, misunderstood, and reinterpreted if they go through an intermediary. They must go directly to the individual by whom the decision is made.



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